

Coaching Tip Number 2 - Influence

Influence of the Responsive Manager (Employee)

The responsive manager/employee tends to succeed by building bonds of respect and trust with those around them. Staff and co-workers respond positively to responsive managers and employees; they work more diligently, work to help the manager and the organization succeed, and will go the extra mile when necessary. That is because responsive managers and employees act consistent with the principle that their jobs are to help their staff do their jobs. So, a basic interdependence emerges based on behaviors that show concern, respect and trust. Responsive managers and employees also influence those above them in the hierarchy. Because responsive managers and employees have the ability to read and act upon the needs of their “bosses”, they are perceived as helpful and reliable, or in a simple way, very useful. This allows them to get the “ear” of people above them in the system, and further helps get things done when needed.

Contrast this with the limited influence of the unresponsive manager or employee. The unresponsive manager and employee are restricted in influence because those around them do not respect or trust them to look out for their welfare. Influence is limited to the use of power coming from the formal position, and fear, a motivational component that is hard to sustain over time. Unresponsive managers and employees tend to be perceived as self-interested, or at best uninterested in the needs of those around them. They also tend to be perceived by those above them as less reliable and less useful due to their focus on empire building, organization protection, and self-interest, rather than getting done what needs to be done.

Questions a coach might ask:

- **How can you become a responsive manager/employee?**
- **What must you do differently?**
- **How will you sustain being a responsive manager/employee?**

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